

TTU Compensation Study and Design Administrative, Professional, & Executive Positions

8/18/2011

Project Team Members

- Claire Stinson – VP Business Affairs
- Paul Semmes – Dean, Arts & Sciences and facilitator for the C&S Salary Equity Committee
- Glenn James – Director, Institutional Research, and advisor in faculty compensation administration, facilitator of Administrative Salary Equity Committee.
- Tom Timmerman – Associate Professor in the College of Business, teaching HR courses, also the Director of the MBA Program.

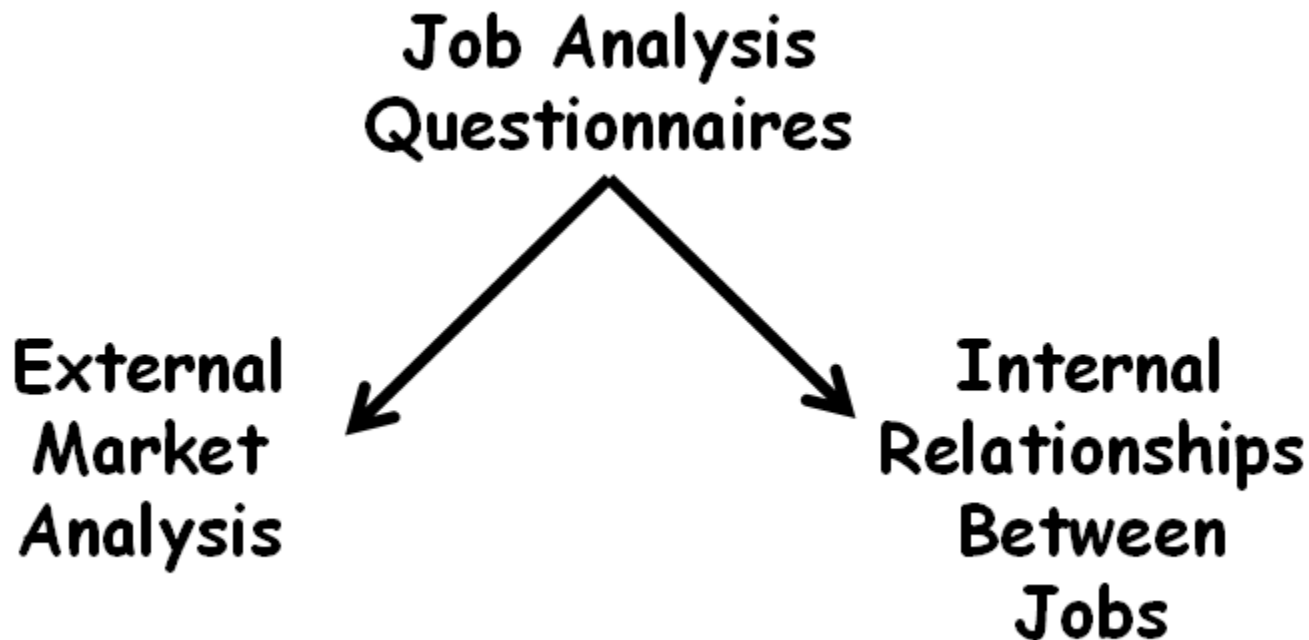
Project Team Members Cont'd

- Mike Cowan – Director, Human Resources.
- Evelyn Chambers – Assistant Director of Human Resources, HRIS specialist, human resources budget specialist.
- Glenda Bates – Employment Manager, future Compensation Manager.

Study Objectives

- To update job documentation.
- To establish the pay system that is market driven.
- To ensure objectivity and internal equity.
- To simplify the pay plan.
- To comply with statutes.
- To be transparent in pay administration

System Overview



JAQ's

- Up-to-date for every job.
- Provides a basis for market study.
- Clarifies responsibilities.
- Provides information for preparing job descriptions.

External Market Study

- Sources
 - Economic Research Institute
 - CompAnalyst
 - PayScale
 - TBR
 - CUPA
- Matching
 - Knowledge
 - Skills
 - Abilities
 - Essential Functions
- Market Average

CUPA Peer Group

- North Georgia College & State University
- Northwestern State University
- Prairie View A&M University
- Radford University
- Salisbury University
- Sam Houston State University
- Southeastern Louisiana University
- Southeastern Oklahoma State University
- Southwestern Oklahoma State University
- Stephen F. Austin State University
- Tarleton State University
- Texas A&M International University
- Texas State University – San Marcos
- The Citadel
- The University of Texas El Paso
- Towson University
- Troy University
- Troy University - Montgomery
- University of Central Oklahoma
- University of Houston – Clear Lake
- University of Houston – Victoria
- University of Montevallo
- University of North Alabama
- University of North Carolina at Charlotte
- University of North Carolina at Pembroke
- University of North Carolina at Wilmington
- University of South Alabama
- University of Tennessee at Chattanooga
- University of Tennessee at Martin
- University of Texas Tyler
- University of West Florida
- Valdosta State University
- Virginia State University
- Western Carolina University
- Western Kentucky University
- West Texas A&M University
- Winthrop University

Market Analysis Results

- Current ranges 7.4% below market
- Matched 93.0% of the jobs
- Matched 93.0% of the employees
- Admin/Professional grades from 19 to 16.
- Consistent 50% spread & 10% MP interval

Administrative & Professional Salary Ranges

2009 Salary Ranges			
Grade	Min	Mid	Max
2	\$27,560	\$34,450	\$41,330
3	\$29,760	\$37,200	\$44,640
4	\$31,540	\$39,430	\$47,330
5	\$33,430	\$41,800	\$50,160
6	\$36,790	\$45,980	\$55,180
7	\$40,820	\$51,040	\$61,260
8	\$43,280	\$54,100	\$64,930
9	\$45,890	\$57,350	\$68,820
10	\$50,930	\$63,910	\$76,910
11	\$55,000	\$69,030	\$83,050
12	\$59,390	\$74,540	\$89,700
13	\$62,960	\$79,010	\$95,070
14	\$66,730	\$83,770	\$100,700
15	\$72,080	\$90,460	\$108,830
16	\$79,280	\$100,290	\$121,290
17	\$84,040	\$106,310	\$138,880
18	\$90,760	\$114,820	\$147,200
19	\$96,210	\$121,710	\$156,030
20	\$101,980	\$129,010	\$156,030
21	\$116,260	\$154,040	\$191,830

2011-12 Administrative/Professional Ranges			
Grade	Min	Mid	Max
40	\$28,000	\$35,000	\$42,000
41	\$30,860	\$38,580	\$46,290
42	\$34,010	\$42,520	\$51,020
43	\$37,490	\$46,860	\$56,230
44	\$41,320	\$51,650	\$61,980
45	\$45,540	\$56,920	\$68,310
46	\$50,190	\$62,740	\$75,290
47	\$55,320	\$69,150	\$82,980
48	\$60,970	\$76,210	\$91,460
49	\$67,200	\$84,000	\$100,800
50	\$74,070	\$92,580	\$111,100
51	\$81,630	\$102,040	\$122,450
52	\$89,970	\$112,470	\$134,960
53	\$99,160	\$123,950	\$148,750
54	\$109,290	\$136,620	\$163,940
55	\$120,460	\$150,580	\$180,690

Executive Structure

- Reduced Number of Positions
 - 44 to 27 positions
 - EEO-1 Definitions
- Salary Range Structure Introduced
- Market Data on 100% of the Positions
- Executive – 16 ranges
- Consistent 60% spread & 10% MP interval

Executive Salary Ranges

2011 Executive Salary Structure			
Grade	Min	Mid	Max
EX20	\$46,040	\$59,850	\$73,660
EX21	\$50,640	\$65,830	\$81,030
EX22	\$55,710	\$72,420	\$89,130
EX23	\$61,280	\$79,660	\$98,040
EX24	\$67,400	\$87,620	\$107,840
EX25	\$74,140	\$96,390	\$118,630
EX26	\$81,560	\$106,020	\$130,490
EX27	\$89,710	\$116,630	\$143,540
EX28	\$98,680	\$128,290	\$157,900
EX29	\$108,550	\$141,120	\$173,680
EX30	\$119,410	\$155,230	\$191,050
EX31	\$131,350	\$170,750	\$210,160
EX32	\$144,480	\$187,830	\$231,170
EX33	\$158,930	\$206,610	\$254,290
EX34	\$174,830	\$227,270	\$279,720
EX35	\$192,310	\$250,000	\$307,690

Internal Relationships

- JAQs
- Organization Charts
- What the Market Tells Us
- Recognition of Career/Job Families

New Design Elements - General

- Benchmarks and Market Pay
- New Titles
- Target Pay
- Reward for Earning Higher Degree
- Determining Starting Salary
- Reclassifications

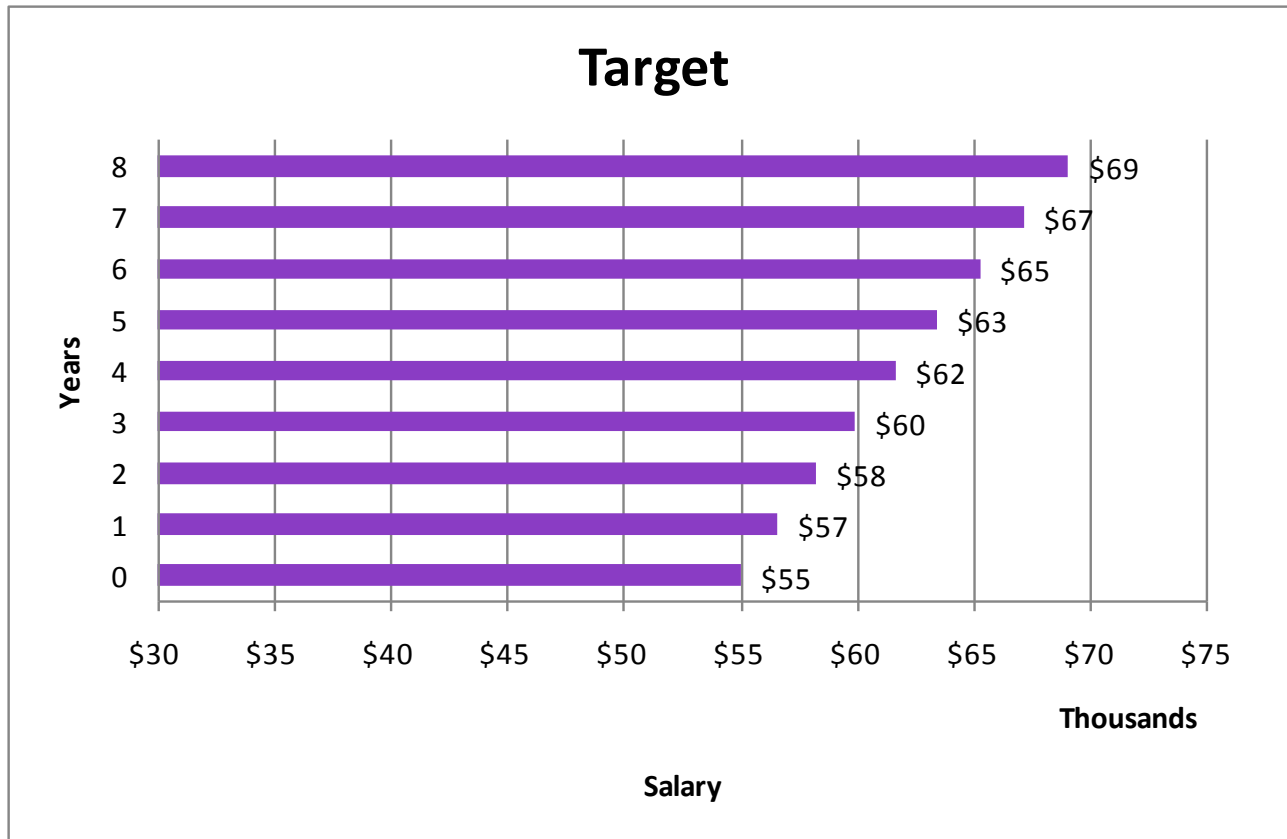
Benchmark Jobs

- Jobs for which there are multiple market sources.
- Serve to anchor TTU's structure to the market.
- A reference point for determining the grade for non-benchmark positions.

Targeting Pay

- Maturing in The Job - Mastery
- Time-In-Grade as a Measure
- 8 Years as a Standard for all Exempt Positions
- Year-after-Year Impact on Pay

Target Calculation Illustration



Degree Recognition

Proposed for implementation in the 2012-13 year.

An employee who receives a degree at a higher level than their current academic standing and who has been employed with the University one year or more at the time the degree is granted will be eligible to receive a salary increase in the following amounts. An employee would be eligible for this salary increase only once, i.e., for the first additional degree attained.

Degree	Pay Increase
Bachelor's	\$1,000
Master's	\$1,500
Doctorate	\$2,500

Starting Salary Calculations

Administrative/Professional Starting Salary Calculations			
Row	Item	Data	Explanation
1	Position Title	Example- Manager 3	
2	Position Number	62XXXX	
3	Grade	45	
4	Grade Minimum	\$45,540	
5	Grade Midpoint	\$56,920	
6	Required Experience (Yrs)	5	
7	Attained Related Experience (Yrs)	10	Attained experience in excess of requirement will receive 1 year of credit for every two years of experience up to a maximum of 5 year's credit.
8	Additional Experience Credit	2.5	$(\text{Row 7} - \text{Row 6}) \div 2$
9	Required Degree	Bachelor's	Degree above job requirements will receive 1 year's credit.
10	Attained Degree	Bachelor's	
11	Additional Education Credit	0	
12	Total, Additional Years of Credit	2.5	Row 8 + Row 11
13		31.3%	% of range penetration based in additional credit $(\text{Row 12} \div 8)$
14		\$3,558	Premium Amount $(\text{Row 13} \times (\text{Row 5} - \text{Row 4}))$
15	Recommended Starting Salary	\$49,100	Row 4 + Row 14
16	Supply & Demand Premium	0	For exceptionally hard-to-fill roles, a premium of up to 10% of the midpoint may be added to Row 15, with VPs approval. Any offer above that level requires President's approval.
17	Starting Salary	\$49,100	

Reclassification Process

- Step #1 – Hiring Authority
 - Old JAQ/Description
 - New JAQ/Description
 - Describe Changes
 - Describe the Benefits and Impact

Reclassification Process Cont'd

- Step #2 – HR Analysis
 - Market Data
 - Internal Comparison
 - Consultation With
 - Subject Matter Expert
 - C/S Council or Admin/Prof Council Representative
 - Hiring Authority

Reclassification Process Cont's

- Step #3 – Agreement
 - Presentation, discussion, and agreement between HR & Hiring Authority
- Step #4 – Final Resolution
 - If the reclassification is not resolved at Step #3, a panel of VPs will make the final decision.

Pending Approval

- A final pay plan was submitted to TBR for approval in the September Board meeting
- The plan will go into effect on October 1, 2011.
- Information will be posted about the details of the pay plan. All information will be pending approval by TBR in September.

Implementation Plan

Funding is available to address these priorities:

- Everyone received the 3% (or \$750) raise effective 7/1/2011.
- Pay range minimums, 10/1/2011.
- Pending and new reclassifications are integrated into the new compensation plan.
- Achieving “Target” pay levels.

Next Steps

- HR will begin posting information as soon as it is available; early September.
- In October, HR will notify every employee of their new pay grade, salary, and title according to the new pay plan.

Next Steps Cont'd

- HR will begin training and calibration of the new reclassification committee in October.
- HR will contact employees to confirm “time-in-grade”.
- There will be a freeze on new reclassifications for 1 year.

C&S Overview

- For those who have C&S direct reports, here's an overview of that aspect of the study.

External Market Study

- Sources
 - Economic Research Institute
 - CompAnalyst
 - PayScale
 - DOL – O*Net
 - TBR
 - Custom Survey
- Matching
 - Knowledge
 - Skills
 - Abilities
 - Essential Functions
- Market Average

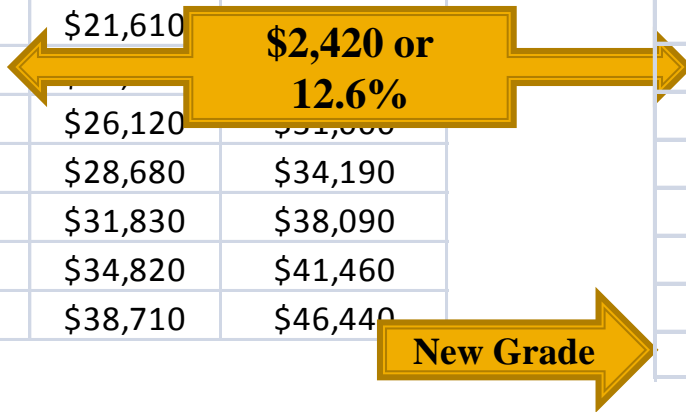
Market Analysis Results

- Current ranges 11.3% below market
- Matched 83.5% of the jobs
- Matched 89.5% of the employees
- New C&S Pay Ranges
 - Skill Levels 1 through 11
 - Consistent midpoint differential (10.5%)
 - Consistent range spread (40%)

C&S Salary Ranges

TTU 2009-10 C&S Salary Ranges			
Grade	Minimum	Midpoint	Maximum
1	\$14,140	\$16,980	\$20,240
2	\$14,440	\$17,850	\$21,260
3	\$15,840	\$19,580	\$23,340
4	\$17,460	\$21,610	\$26,100
5	\$19,180	\$23,860	\$29,100
6	\$21,130	\$26,120	\$31,800
7	\$23,200	\$28,680	\$34,190
8	\$25,590	\$31,830	\$38,090
9	\$28,140	\$34,820	\$41,460
10	\$30,960	\$38,710	\$46,440

TTU 2011-12 C&S Salary Ranges			
Grade	Min	Midpoint	Max
1	14,500	17,400	20,300
2	16,020	19,220	22,430
3	17,700	21,240	24,780
4	19,550	23,460	27,370
5	21,600	25,910	30,230
6	23,860	28,630	33,400
7	26,350	31,630	36,900
8	29,110	34,940	40,760
9	32,160	38,600	45,030
10	35,530	42,640	49,740
11	39,250	47,100	54,950



New Titling

<u>Administrative Support Services Job Family</u>		
New Title	Skill Level	Current Title(s)
Administrative Support Associate 1	3	Secretary 1
		Clerk Typist
Administrative Support Associate 2	4	Secretary 2
		Personnel Clerk
Administrative Support Associate 3	5	Secretary 3
		Technical Clerk
		Personnel Assistant
Administrative Support Associate 4	6	Office Supervisor
		Administrative Secretary
		Executive Aide
Academic Support Services		
Auxiliary Support Services		
Financial Support Services		
Facilities Support Services		
Student Support Services		
Information Technology Services		
Protective Services		

Targeting Pay

- Maturing in the Job – Mastery
- Time-In-Grade as a Measure
- 5 Years as a Standard for C&S
- Year-Over-Year Impact on Pay

Target Calculation Illustration



Starting Salary Calculations

Clerical & Support Starting Salary Calculations			
Row	Item	Data	Explanation
1	Position Title	(Academic Support Associate 4)	
2	Position Number	40XXXX	
3	Grade	6	
4	Grade Minimum	\$23,860	
5	Grade Midpoint	\$28,630	
6	Required Experience (Yrs)	4	
7	Attained Related Experience (Yrs)	6	Attained experience in excess of requirement will receive 1 year of credit for every two years of experience up to a maximum of 5 year's credit.
8	Additional Experience Credit	1	(Row 7 - Row 6) ÷ 2
9	Required Degree	High School	
10	Attained Degree	Bachelor's Degree	Degree above job requirements will receive 1 year's credit.
11	Additional Education Credit	1	
12	Total, Additional Years of Credit	2	Row 8 + Row 11
13		40.0%	% of range penetration based in additional credit (Row 12 ÷ 5)
14		\$1,909	Premium Amount (Row 13 X (Row 5 - Row 4))
15	Recommended Starting Salary	\$25,770	Row 4 + Row 14
16	Supply & Demand Premium	\$0	For exceptionally hard-to-fill roles, a premium of up to 10% of the midpoint may be added to Row 15, with VPs approval. Any offer above that level requires President's approval.
17	Starting Salary	\$25,770	Row 15 + Row 16